



Ministry
of Justice

National Offender Management Service Workforce Statistics Bulletin

30th September 2014

Ministry of Justice
Statistics Bulletin

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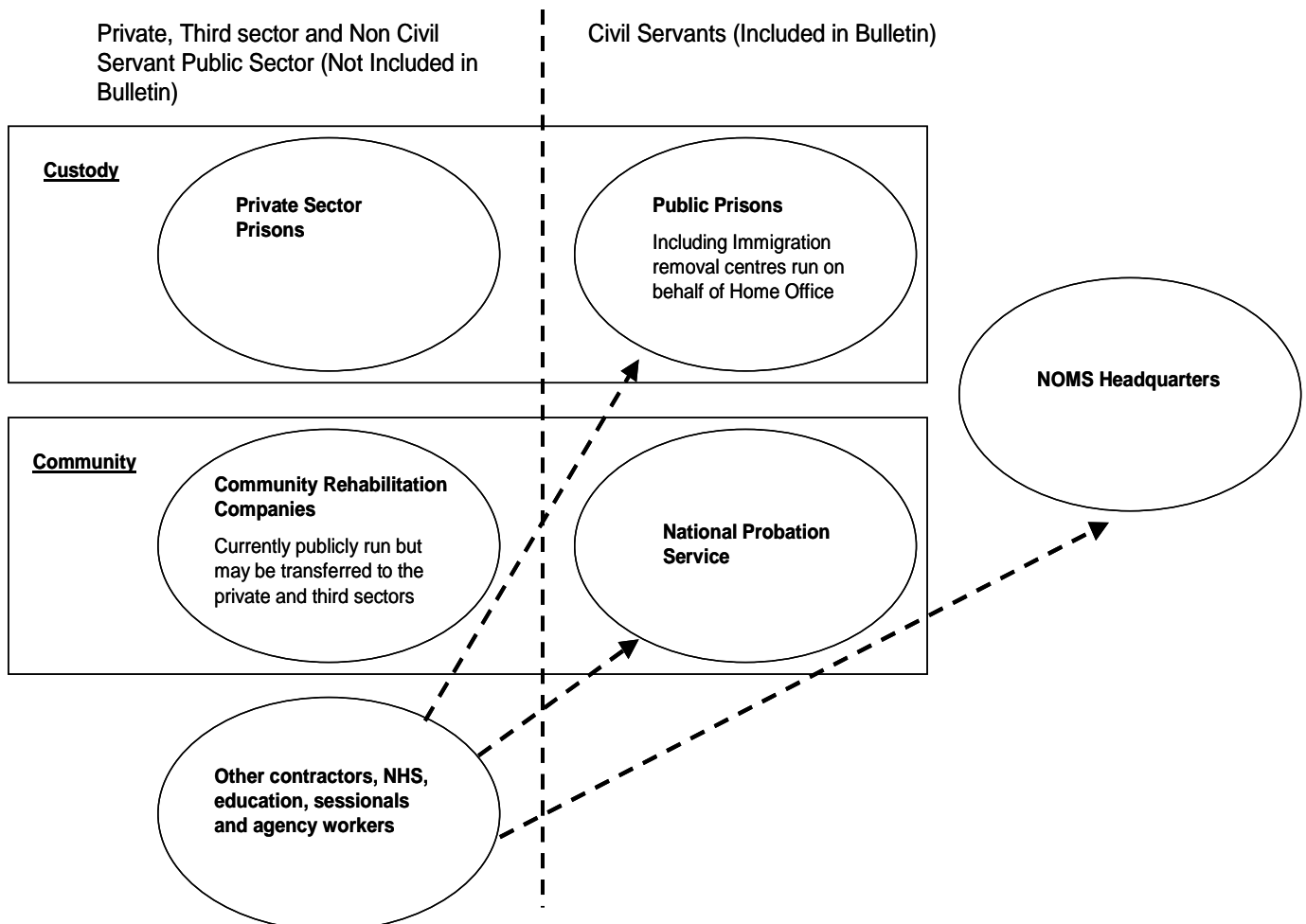
Introduction

This publication considers in detail staffing levels and staff inflows and outflows for the National Offender Management Service (NOMS) since April 2010. Additional headline figures are provided back to 2000.

NOMS was created as an Executive Agency of the Ministry of Justice in July 2008. It is responsible for commissioning and delivering Prison and Probation Services across England and Wales. Offender management, prisons and probation are devolved within Scotland and Northern Ireland. The Isle of Man and the Channel Islands also have separate prison administrations.

NOMS delivers services directly through public sector prisons and the National Probation Service and commissions services through private sector prisons and, for probation, from Community Rehabilitation Companies. The information presented in this bulletin relates to directly employed staff of NOMS, who are all civil servants. Other workers within NOMS who are employed by third parties, either within contracted areas of delivery such as private sector prisons or CRCs or as contractors and other contingent workers, including other non-civil service public sector employees, within NOMS are not included. Also excluded are voluntary workers, NOMS staff on loan, on secondment out, and those on a career break. The coverage of the figures is illustrated in figure 1. The data presented in the rest of the bulletin relate to the right side of the diagram.

Figure 1: NOMS Structure



Both the public sector Prison Service and National Probation Service are principally managed on a geographical basis. The young people's estate and high security prisons are however, managed as virtual regions. The geographic structures of the two parts of NOMS have different structures, which are detailed in figure 2.

Figure 2: Organisation Within Public Prisons and NPS

NPS Divisions (services provided through Local Delivery Units)	Prison Service Regions (services provided through prisons, young offender institutions, juvenile establishments and immigration removal centres)	NOMS HQ Operates from a number of offices across the country, with principal office in Westminster.	Regional Services (providing services directly to establishments but organised regionally)
North East Probation Service North West Probation Service Midlands Probation Service South East and Eastern Probation Service South West and South Central Probation Service London Probation Service	North East North West Yorkshire and Humberside East Midlands West Midlands East of England Greater London Kent & Sussex South Central South West High Security Prisons Young People's Estate		
NOMS in Wales (NPS and Public Sector Prisons)			

Release Schedule

This publication is produced on a quarterly basis to most appropriately reflect the dynamic nature of the data included within many of the tables, and is published approximately 8 weeks after the quarterly situation date. The next edition of the quarterly NOMS Workforce Statistics bulletin, for the situation date as at 31 December 2014, is scheduled to be published on 26 February 2015.

Summary

As at 30 September 2014, civil service employment in NOMS was 43,120 staff in post on a full time equivalent (FTE) basis. This includes 8,200 staff in the National Probation Service (NPS), which made up 19.0% of NOMS staff, and 34,920 in the existing parts of NOMS.

- Overall reduction of 0.7% in FTE in post (290) compared to 30 June 2014 when it stood at 43,410.
 - Excluding NPS, a 29.1% reduction since 31 March 2010 (prior to the creation of NPS), when NOMS staff in post was 49,230 FTE.
1. The underlying changes in staff numbers are distorted by organisational changes such as the transfer of an establishment to or from the private sector or the transfer into NOMS of NPS staff. Excluding these changes, the reduction in staff from 31 March 2010 to 30 September 2014 was 11,990 (21.8%)
 2. The largest groups of staff are prison officers, including specialists with 14,590 FTE (33.8% of total staff) and operational support grades with 4,750 FTE (11.0% of total staff). There were also, 3,040 Probation Officers in the National Probation Service at 30 September 2014 representing 7.0% of total NOMS staff.
 3. This quarter the first of the Prison Service Reserves, consisting of former prison officers who have returned to NOMS on short-term contracts were employed. At 30 September there were 50 reserves in post contributing 40 full time equivalents.
 4. HQ and Area Services represent 6.1% of the NOMS total FTE, of which 3.9% are in HQ and 2.2% in Area Services. The size of NOMS HQ increased by 70 FTE since June 2014.
 5. Recruitment in the 12-months to the end of September was 1,330. This is more than double the number over the previous 12 months, when there were just 590 recruits.
 6. There were 3,830 leavers in the 12-months to 30 September 2014 compared to 5,470 in the previous 12 months. Of the leavers, 1,220 resigned, 760 retired, and 870 left under voluntary exit schemes
 7. Since the transfer of NPS staff into NOMS, 230 have left and only 30 have been recruited.
 8. Women predominate within the NPS, representing 74.6% of staff in post, whereas across the public sector Prison Service and NOMS HQ female representation is just 36.7%.

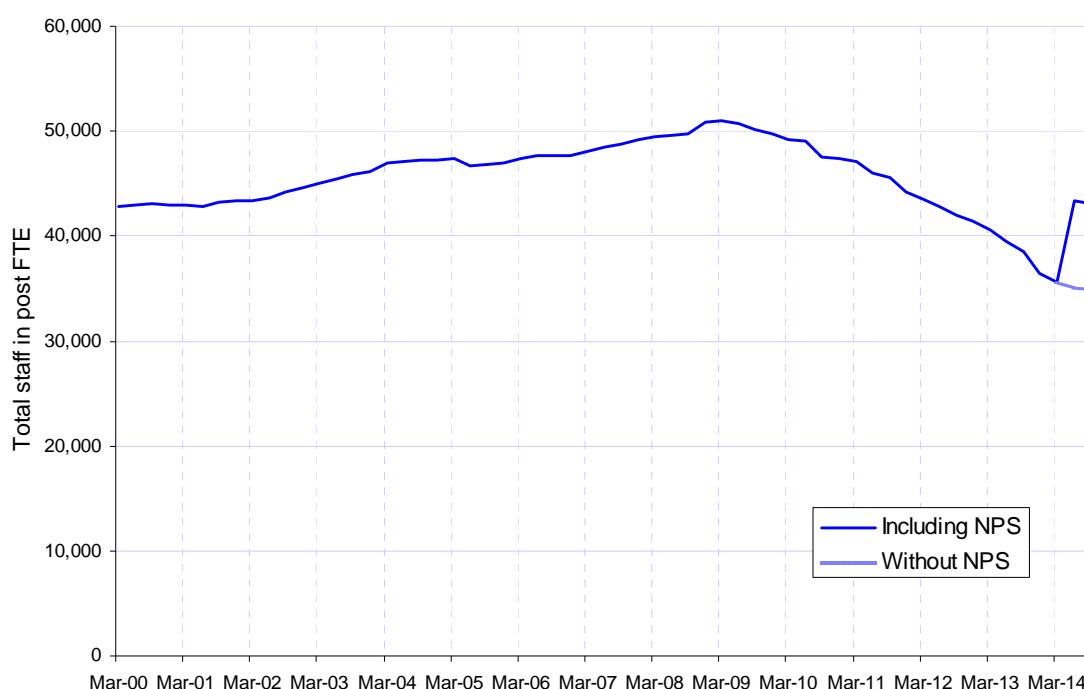
Commentary

Staff in Post

As at 30 September 2014, civil service employment in NOMS was 43,120 staff in post on a full time equivalent (FTE) basis. This includes 8,200 staff in the National Probation Service (NPS), which made up 19.0% of NOMS staff, and 34,920 in the existing parts of NOMS.

- Overall reduction of 290 FTE in post compared to 30 June 2014 (0.7% reduction) when it stood at 43,410.
- Excluding NPS, a 29.1% reduction since 31 March 2010, when NOMS staff in post was 49,230 FTE.

Figure 1: Total Prison Service / NOMS Staff FTE - 31 March 2000 to 30 September 2014



Measurement of staffing resource using Full Time Equivalent (FTE) in Her Majesty's Prison Service (HMPS) began in March 2000. HMPS became part of the National Offender Management Service (NOMS) on 1 June 2004. The trend in overall staff in NOMS over this period is shown in figure 1. Staff FTE increased during the nine year period from 31 March 2000 (42,870 FTE) through until 31 March 2009 (51,060 FTE). After this time the trend reversed, with staff FTE falling over the subsequent years to a level well below that at the start of the period. On 1 June 2014 the way that probation services changed. Prior to that date probation services were delivered by 35 Probation Trusts across England and Wales, which were responsible for their own staffing. On 1 June 2014 the National Probation Service, which is responsible for high-risk offenders in the community, was created and staff in the NPS joined NOMS as Civil Servants. The remainder of offenders in the community are managed by Community Rehabilitation Companies (CRCs), which in due course may be contracted out to the private and voluntary sectors and fall outside of the scope of this bulletin. Information about CRC staff

is published separately in the Community Rehabilitation Company Workforce Information Report¹

The transfer of NPS staff from Probation Trusts on 1 June 2014 resulted in a sharp increase in staffing as illustrated in figure 1. For comparability purposes, the chart also displays the continuing trend of staffing without NPS included.

Although the trend for staff reductions in NOMS began in March 2009, the financial year from 31 March 2010 to 31 March 2011 saw the introduction of policies with the intention of reducing staff FTE within NOMS. Strict controls were put on recruitment, 15 establishments have closed and a further two have been transferred to the private sector. There was also a review of NOMS Headquarters functions that reduced staff numbers.

The falls in staff numbers were largely managed using several Voluntary Early Departure Schemes (VEDS) that gave staff the opportunity to apply for departure.

NOMS HQ

The National Offender Management Service Headquarters (NOMS HQ) operates from a number of offices across the country, with its principal office in Westminster.

The definition of NOMS HQ changed in March 2013 when a review of its structures was completed and a core central structure was implemented. At that time some regionally located staff in Area Services, which operate on a regional basis and provide services directly to establishments, were separated from the core of NOMS HQ. To enable comparisons of current definitions to definitions prior to this change, NOMS HQ and Area Services are considered together within this publication.

- The size of the core NOMS HQ fell substantially on the completion of the review of its structures in March 2013 to 1,560 FTE.
- Since 31 March 2013 the size of the core HQ has increased by 120 FTE to 1,690. Most of this increase is due to the requirement for structures to manage the NPS.
- Since March 2013 the scope of services that are delivered regionally has increased. Some services, such as psychology and some finance functions that were previously provided within establishments are now part of area services. These increases in area services staff were offset by equivalent reductions within establishments.
 - HQ and Area Services represent 6.1% of the NOMS total FTE, 3.9% in HQ and 2.2% in Area Services.

¹ www.gov.uk/government/publications/community-rehabilitation-company-workforce-information-quarterly-reports-2014-2015

Region and Division

The public sector Prison Service is managed principally on a regional basis in England. High Security Prisons and the Young People's Estate are however managed functionally and are reported separately. The geographical regions differ slightly from standard regional locations for operational reasons; the South East of England is separated into Kent and Sussex and South Central, and Greater London includes four establishments located outside of the London boroughs.

The NPS is divided into six divisions in England, which are then sub-divided into Local Delivery Units (LDUs). For the purposes of reporting LDUs are grouped into clusters.

In Wales, prison and probation services are delivered together under a single Directorate called NOMS in Wales. However, within this bulletin Prison and Probation Services in Wales are reported separately.

- The largest Prison Service region is High Security Prisons with an FTE of 4,980, representing 11.6% of NOMS staff. Wales employs the smallest FTE within the Prison Service with 700 FTE, representing 1.6% of total staff.
- NPS Divisions in England vary in size from North East with 1,520 FTE to South West and South Central with 1,070. In Wales there are 500 FTE providing Probation Services.

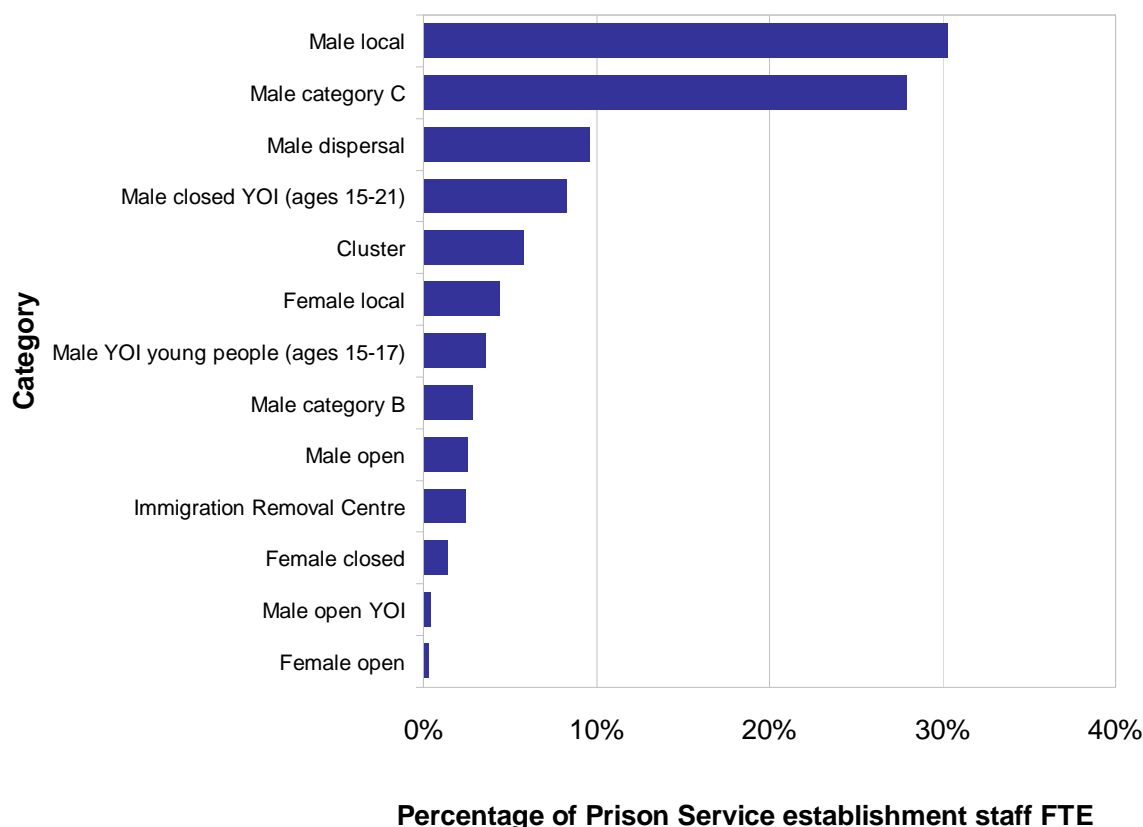
Category

Prisoner security categories in the United Kingdom are assigned to every adult prisoner for the purposes of assigning them to a prison. The categories are based upon the severity of the crime and the risk posed should the person escape. Correspondingly, prisons are given categories relating to the function of the establishment, dependent on the type or types of prisoner held. Definitions of the categories can be found in the glossary at the back of this bulletin.

The distribution of NOMS Establishment staff FTE across categories is shown in Figure 2 below, and in Table 2. These categories are not relevant to offenders managed by the NPS and NPS staff are not included within Figure 2.

- Male Local and Category C prisons predominate within staff in post FTE.
 - Since 31 March 2010, Male Local and Category C have both consistently accounted for around 30% each of NOMS Establishment FTE.
 - As at 30 September 2014, Male Local account for 30.3% of NOMS Establishment staff FTE, and Category C for 27.9%.

Figure 2: Distribution of Prison Service Establishment staff in post FTE by Function of Establishment (category of prisoner), as at 30 September 2014



Grades

Separate grading systems exist for staff in the NPS and those in the previously existing parts of NOMS.

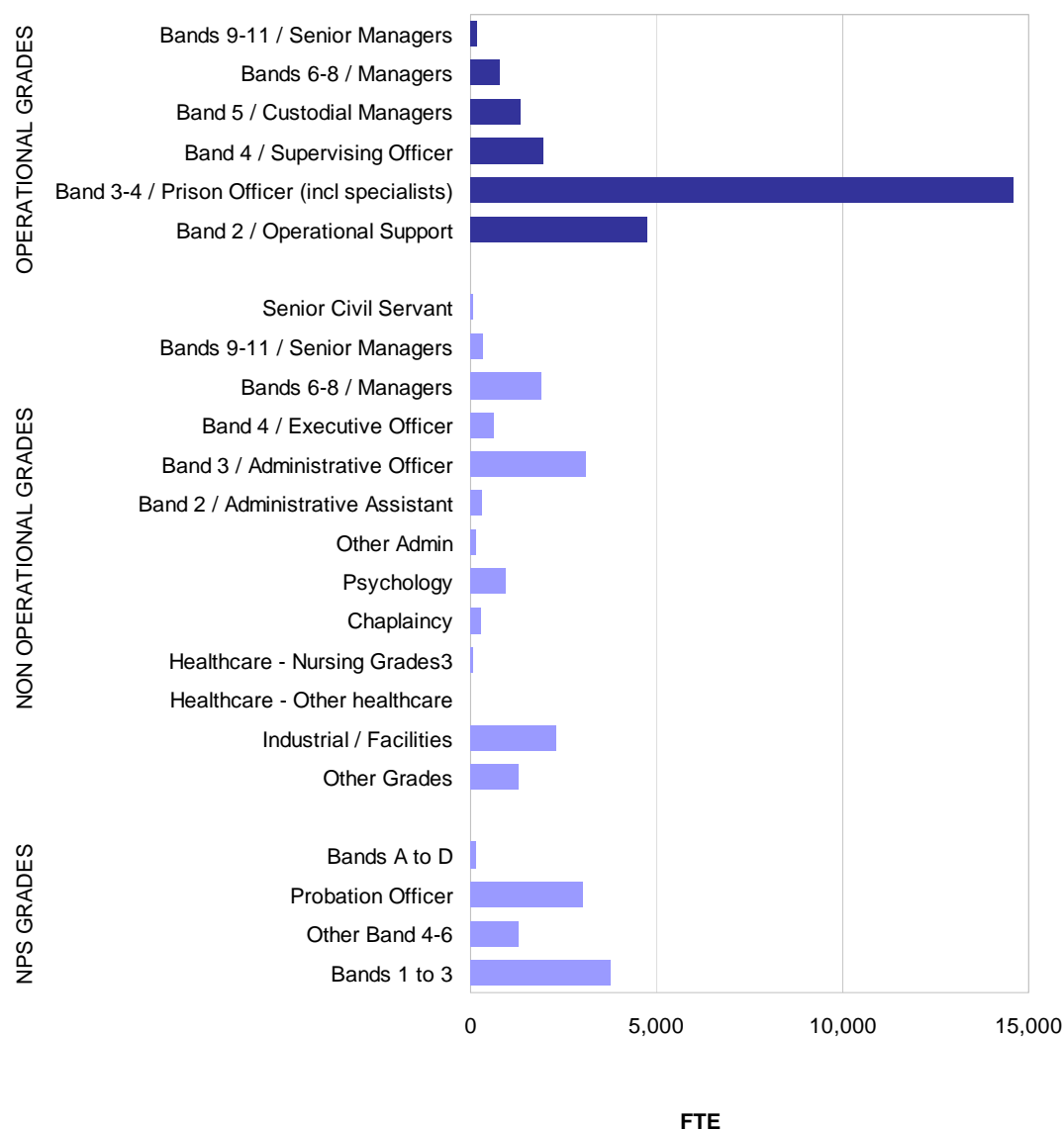
NPS staff transferred into NOMS on the terms and conditions they had within Probation Trusts. This means they have a different grading structure from the rest of NOMS, running from Band 1 for the most junior to Band 6 then further Bands from A to D for the most senior staff. Probation Officers typically work at Band 4, with Probation Services Officers usually at Band 3 and Senior Probation Officers at Band 5. The migration data on bands and roles from the 35 Probation Trusts was not straightforward due to the range of reporting systems in use. Consequently, it is not presently possible to identify the full range of NPS roles.

In the non-NPS parts of NOMS a new grading structure, with new terms and conditions and with the aim of providing consistent reward structures, was implemented in April 2012. Initially covering new recruits, and then for all staff from April 2013 previous NOMS grades are being replaced by a system of Bands ranging from Band 1 for the most junior staff to Band 11 for the most senior staff below the senior civil service. All staff recruited or promoted since April 2012 are on the new terms and conditions. Other NOMS staff, outside of the NPS, are given the opportunity each year to opt in to the new terms and conditions. As at 30 September, there were 8,510 staff on the new terms and conditions, representing 24% of the staff outside of NPS.

The distribution of staff FTE by grade is illustrated in Figure 3. Definitions of the categories used can be found in the Glossary.

- The largest groups of staff are prison officers, including specialists with 14,590 FTE (33.8% of total staff) and operational support grades with 4,750 FTE (11.0% of total staff).
- This quarter the first of the Prison Service Reserves, consisting of former prison officers who have returned to NOMS on short-term contracts were employed. At 30 September there were 50 reserves in post contributing 40 full time equivalents.
- The only NPS job specifically identified in this bulletin is Probation Officer, of which there were 3,040 at 30 September 2014 representing 7.0% of total staff.

Figure 3: Distribution of Staff across Operational and Non Operational Grades, as at 30 September 2014



- Between 30 June and 30 September 2014, the FTE of Prison Service Operational staff fell by 310, to 23,570.
 - Band 3 Prison Officers and Band 4 Officer specialists fell by 70, to 14,590 FTE
 - Band 4 Supervising Officers increased by 20, to 1,950 FTE
 - Band 2 Operational Support Grades fell by 190, to 4,750 FTE.

- Between 30 June and 30 September 2014, Non Operational staff FTE increased by 70, to 11,300 FTE.

Joiners and Leavers

This section analyses the number of staff joining or leaving, from outside of NOMS – including those who have transferred from other Government Departments including from other parts of the Ministry of Justice. However, staff who join or leave the organisation as the result of an organisational change, such as the transfer of a prison into or out of the private sector are not included.

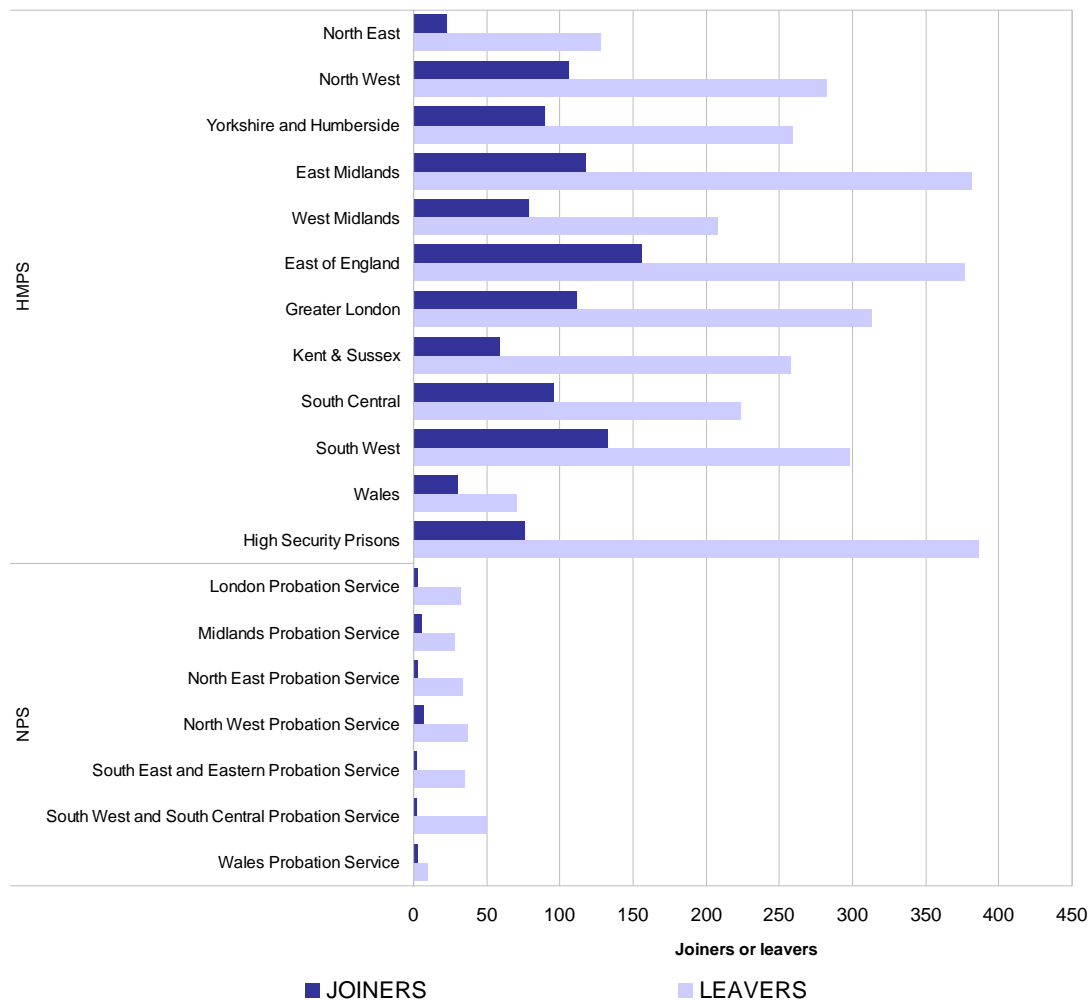
Each year since 2010/11 the number of staff leaving NOMS has exceeded recruitment. The disparity over the most recent 12-month period was 2,500, which is considerably smaller than the disparity in the previous 12 months, when there were 4,880 more leavers than joiners.

- Recruitment in the 12-months to the end of September was 1,330. This is more than double the number over the previous 12 months, when there were just 590 recruits.
- There were 3,830 leavers in the 12 months to 30 September 2014 compared to 5,470 in the previous 12 months.
- Since the transfer of NPS staff into NOMS, 230 have left and only 30 have been recruited.

The distribution of joiners and leavers within establishments is illustrated in figure 4. As before, the information relates to staff leaving or joining NOMS from outside the organisation and hence excludes internal transfers.

- In every Prison Service region of England, and in Wales, leavers over the past year were far more numerous than joiners.
- The number of leavers also was greater than the number of joiners in each NPS division in England and in Wales.

Figure 4: Regional distribution of Joiners and Leavers, in the 12 months ending 30 September 2014



The recruitment of prison officers (Band 3) has increased substantially to 220 in the 12-months to 30 September compared to the previous 12-months. These figures also do not include existing NOMS staff who converted into to officers. Other large increases in recruitment have come in psychology, where 140 have joined in the past 12-months and industrial / facilities grades where 160 have joined.

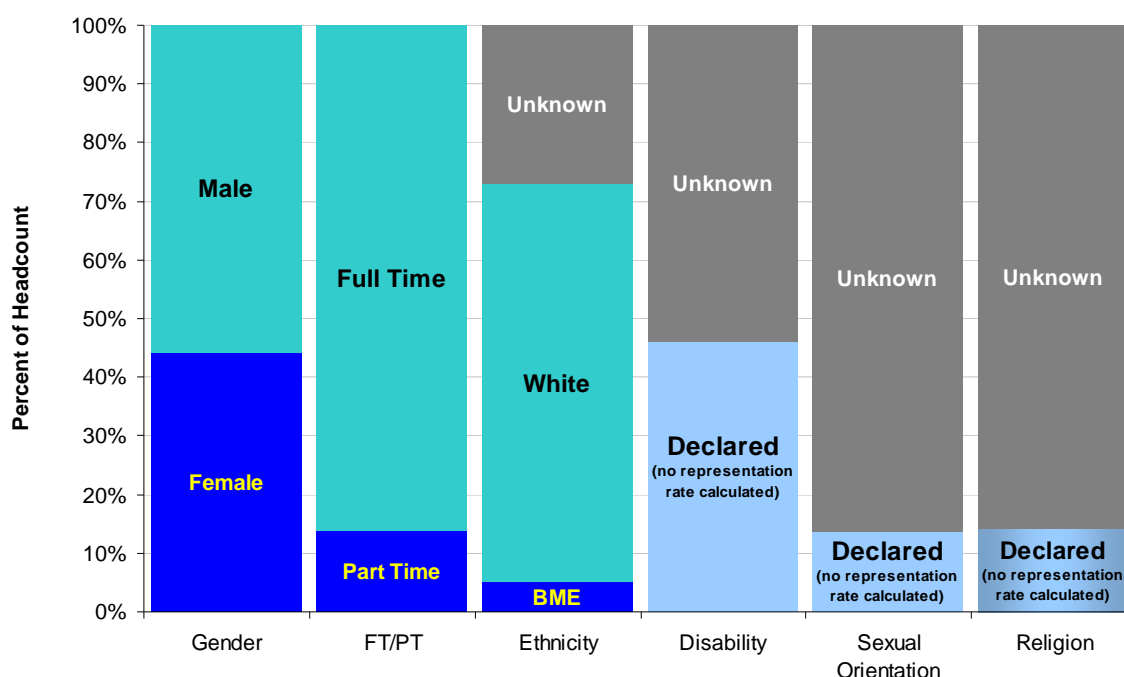
The largest number of leavers was also amongst Band 3 prison officers, with 1,300 leaving in the past 12-months. This was however a reduction on the 2,270 who left in the previous year. The number of Operational Support staff (Band 2) leaving in the last 12-months was 670, a reduction of 400 on the previous year.

The most common reason for leaving was resignation, accounting for 24% of departures. Voluntary exits made up 17% of the leavers, and retirements 15% of leavers.

Equality and Diversity

When the NPS staff records were transferred into NOMS on 1 June 2014 they did not have information on protected characteristics other than, gender, age and full-time / part-time status. Although information on protected characteristics had been held by the Probation Trusts, upon joining NOMS and becoming civil servants, only data which would be brought in for all new joiners was migrated. As with all new entrants to NOMS, self-declared fields (ethnicity, disability, sexual orientation and religion/belief) require NPS staff to make declarations into NOMS administrative systems. Consequently, the declaration rates of several protected characteristics have reduced since the inclusion of NPS staff in figures as at 30 June 2014.

Figure 5: Protected Characteristics of NOMS staff, as at 30 September 2014



Gender:

Female representation in the NPS is higher than in the rest of NOMS and consequently the transfer of NPS staff into NOMS has resulted in an increased female representation.

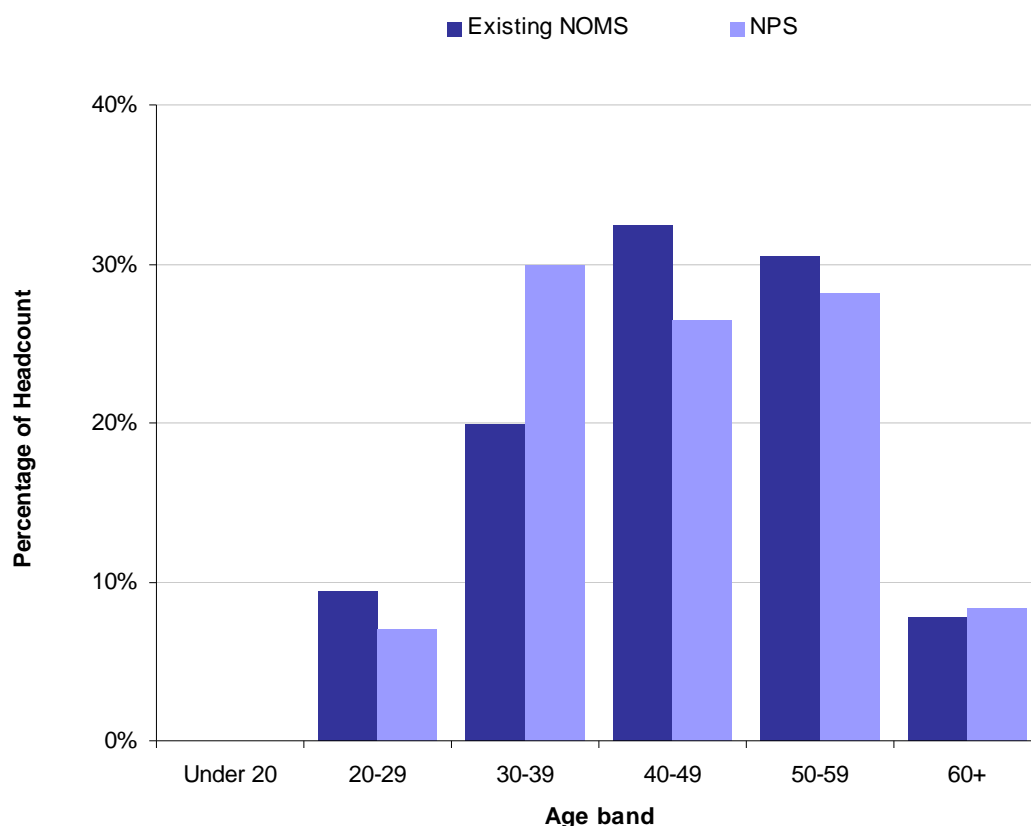
- Within the NPS women predominate with 74.6% of staff in post.
- Within the public sector Prison Service and NOMS HQ female representation was 36.7%.
- The influx of NPS staff has raised the overall NOMS female representation to 44.2%, compared to 35.7% a year ago.

Age:

The transfer of NPS staff into NOMS has altered the age profile of NOMS staff slightly towards younger age-groups. Figure 6 shows a comparison of the age profile in NPS and the public sector Prison Service and NOMS HQ.

- The most common age group for NPS staff is 30-39 with 30% of staff within that range. For other NOMS staff the most common age range is 40-49 with 32% of the total.
- 71% of public sector Prison Service and NOMS HQ staff are over 40 years old compared to 63% among NPS staff.

Figure 6: Age distribution of Existing NOMS headcount and NPS headcount as at 30 September 2014



Ethnicity:

Ethnicity, being a self-declared and non-compulsory field, is not known for all staff. In addition, when the records of NPS staff were transferred into NOMS their ethnicity data was not migrated from their respective Probation Trusts, leading to a drop in the coverage of ethnicity information.

The ethnicity declaration rate (the percentage of all staff who have declared their ethnicity) is indicative of the level of uncertainty in the calculated representation rate of Black and Minority Ethnic (BME) staff. The BME representation rate is the proportion of staff who have declared themselves as BME from all those making ethnicity declarations, i.e. excluding those who have not responded and those who chose not to declare. Assuming there is no inherent bias in the actual ethnicity of those who have not made an ethnicity declaration, the BME representation rate is the best estimate of the actual percentage of BME civil servants employed by NOMS. However, as there is currently low levels of ethnicity declaration among NPS staff, caution should be used in generalising ethnicity representation figures across the whole of NOMS, with these figures deriving primarily from HMPS and HQ and Area Services, and not NPS, where ethnicity distribution may differ.

- The ethnicity declaration rate is now 72.9%, having been 89.3% on 31 March 2014, before NPS staff transferred into NOMS.
- The declaration rate amongst new recruits to NOMS was just 46.5% in the 12 months to 30 September 2014.

- The declaration rate of NPS staff at 30 September 2014 was 10.4%. These are staff who have provided ethnicity information voluntarily since the transfer into NOMS occurred.
- BME representation across NOMS is now 6.9% of staff with known ethnicity. This increase from the 6.7% on 30 June is primarily a result of some NPS staff having declared their ethnicity.

Caution should be exercised in attempting to make comparisons between the composition of the NOMS workforce and the wider population of England and Wales on the basis of ethnicity. There is substantial regional variation of ethnicity distribution in the general population, and NOMS staff are not distributed across England and Wales in the same proportions as the general population, rendering such comparisons invalid. The current ethnicity breakdown of staff in post is shown in Table 4.

Ethnicity declaration among new joiners is low, as mentioned above. It is therefore not possible to consider the BME representation of joiners.

Leavers data for ethnicity do not face the same problems seen in joiners, as declaration rates for leavers (83.1%) are comparable to those seen for staff in post (excluding NPS). In the 12 months ending 30 September 2014, 5.8% of those staff who left NOMS were BME, lower than the overall representation rate in NOMS. Issues such as the regional variation of exits and the age of leavers influence the ethnic composition of leavers.

Disability:

Disability is also a self-declared, non-compulsory field. The declaration rate was typically around 56-57% from 2010 to 31 March 2014. The influx of NPS staff who did not have their data migrated has caused the declaration rate to fall to 46.0% at the end of September. This is however slightly higher than the firsts set of data since the NPS joined when the declaration rate was 45.7%. With lower declaration rates, the risk of bias increases greatly, and the accuracy of a representation rate based on known declarations falls rapidly. Consequently, when a declaration rate falls below 60%, no representation rate is provided. As this is the case for the NOMS workforce, only the headcount figures of those declaring themselves to be disabled or non-disabled are provided in Table 4, and shown above in Figure 5 but no meaningful representation rate can be calculated.

Similarly, disability declaration rates among joiners (57.4%) and leavers (54.1%) have generally been far below levels where any meaningful interpretation can be made of the representation of disabled staff within joiners and leavers.

Full Time / Part Time:

Data are not routinely available on working patterns other than full time/part time status since decisions on flexible working, working from home, and other aspects of working patterns are typically handled at a local level. Full time/part time is also a status which may fluctuate across an individual's career. Part time as a grouping covers a wide range of working patterns and working hours.

As at 30 September 2014 there were 13.8% of NOMS staff working part time. This proportion has increased by 3.1 percentage points since 31 March due to the far higher rate of part-time working among NPS staff than existing NOMS staff. The proportion of NPS staff working part time at 30 September was 26.2% against 10.8% within public sector prisons and NOMS HQ.

In the 12 months ending 30 September 2014, 5.9% of joiners were part time. Caution is strongly advised when considering the full time/part time status of joiners, as the full time/part time status at joining is sometimes not reflective of the working pattern the individual adopts once in post.

The proportion of leavers in the 12 months ending 30 September 2014 who were working part time was 20.0%. Although higher than the proportion of part time staff in post, this is consistent with previous time points for leavers.

Caution is advised in consideration of the full time/part time status of leavers, as it is known that certain types of leavers (in particular those retiring) tend to change their full time/part time status in the final phase of their careers before leaving. Therefore the figures presented for joiners and leavers may not be indicative of the status individuals held during the majority of their career.

Sexual Orientation:

Data on Sexual Orientation were only readily available from 31 March 2013. As a result staff in post breakdowns have been shown only from this time onward.

The declaration rate, which was already very low was reduced further by the influx of NPS staff whose records did not migrate with any data on protected characteristics. At 30 September 2014, only 13.7% of staff have declared their Sexual Orientation. The declaration rate has increased by 0.5 percentage points from 13.2% at 30 June 2014. Declaration is still however too low for meaningful representation rates for Lesbian, Gay and Bisexual (LGB) groups to be derived.

Declaration rates are higher for joiners, although at 48.9% it is not sufficient to allow meaningful representation rates to be calculated. Declaration rates for leavers was only 16.3% so again was too low for a representation to be calculated.

Religion/Belief

Data on Religion/Belief were only readily available from 31 March 2013. As a result staff in post breakdowns have been shown only from this time onward.

The declaration rate, which was already very low, was reduced further by the influx of NPS staff whose records did not migrate with any data on protected characteristics. At 30 September 2014 only 14.0% of staff have declared what their religious beliefs or lack of religious beliefs are. The declaration rate has increased by 0.5 percentage points since 30 June. Declaration is still however too low for meaningful representation rates for Christian, No Religion or Other Non-Christian Religion groups to be derived.

Declaration rates are higher for joiners, although at 49.5% it is not sufficient to allow meaningful representation rates to be calculated. Declaration rates for leavers was only 16.3% so again was too low for a representation to be calculated.

Other Protected Characteristics:

No data are currently available for the other protected characteristics of Marriage and Civil Partnership, Pregnancy and Maternity.

Data are not collected for Gender Reassignment as those in receipt of gender recognition certificates are recorded as their legal gender, and are not identified as being transgender in accordance with the Gender Recognition Act 2004 and the Equality Act 2010.

Methodology

Statistics presenting the changes to numbers of staff in post over time are of key importance to monitoring the effects of policy changes, financial accounting, and transparency. The financial year 2010/11 saw the introduction of recruitment controls and departures under Voluntary Early Departure Schemes (VEDS), with the intention of reducing staff numbers within NOMS. Therefore, the time series in tables within this publication begin at 31 March 2010, to allow monitoring of changes to staff numbers as a result of the implementation of these policies. The time series show the last five quarter points to present both the current picture and also recent trends. To give a longer frame of reference for comparison, the time series is also extended back, with annual figures taken at the end of each financial year for the preceding three years, giving coverage of up to five years.

Staff in post figures derive from snapshots taken on a monthly basis from the Oracle Human Resources Management System (HRMS) database, recording all civil servants employed by NOMS on the final working day of each month. The snapshots are taken two working days into the following month, allowing for some late updating to occur and thus improving the quality of the data, while remaining as timely as possible.

The scope of the staff reported on are those with a contract of employment with NOMS. Staff are included irrespective of whether they are absent from work, whether paid or not, on the day of the snapshot. The only staff excluded are those on career breaks and those on secondment or loan outside of NOMS.

Where definitions have changed over the time series (for example changes to grade names), it is possible to retain comparability across the time series through presenting both the old and new names. In other cases, such as the change to the definition of HQ, current definitions are used and carried back, as consistency across the period is enabled through the HQ and Area Services total, which aligned completely to the former HQ definition. Should definitions not be appropriate to be carried back due to non-alignment with previous definitions, a break in the time series would be presented with explanatory footnotes. In the case of the creation in June 2014 of the Young People's Estate as a functional region, the establishments currently within the group have been reclassified across all periods and presented together as a region.

Joiners and leavers figures record the inflow and outflow staffing transactions taking place between the first and last working day of the month. The information is taken from the Oracle HRMS database seven working days into the next month, to accommodate as many late entries as possible while minimising the impact on timeliness.

One point of note is that staff leaving on the final working day of a given month will appear both in the staff in post record for that month (having been employed by NOMS on the last day of the month) and in the leavers record for that month (having left employment on the last day of the month). For this reason, staff in post, joiners and leavers figures are not fully reconcilable.

When breaking down these figures by region, category of establishment, and grade, staff in post figures are presented as full-time equivalent (FTE). This is the most appropriate measure for considering the resource available and for reconciliation with financial figures and is a measure of the staffing resource available based on contracted hours. Whereas the headcount of staff is a simple measure of the number of individual members of staff, in order to consider both available resource and the cost of that resource, FTE is a more useful measure. Where a member of staff works the standard hours for their grade they

are counted as full time (1 FTE). Staff who work less than standard hours are allocated an FTE in proportion to their contracted hours and the standard hours for the grade. Work undertaken in addition to standard hours, such as overtime is not taken into account in calculating FTE.

Staff in post figures are also presented by Protected Characteristics under the Equality Act 2010 for which data are readily available (with the intention that coverage will increase over time). When considering equality concerns, it is the actual number of individuals which is important, and not the resource to which those individuals contribute. For this reason the only appropriate measure is the headcount, and not FTE. The Equality Act 2010 was established to protect all individual employees of the organisation as equal, and is in place to ensure fair and equal treatment for all individuals, and not as having differential worth dependent on their hours worked.

The publication also presents the number of joiners (newly recruited) into and leavers from NOMS during the preceding 12 month period for each date point. Figures are taken over a 12 month period for a number of reasons, primarily as the numbers involved would not be sufficient to permit breakdowns over a shorter period of time, and seasonal influences may impair fair comparison of trends over time should less than 12 months be presented. Staff moving into and out of NOMS as a result of organisational changes such as a prison transferring to the private sector are not included in the joiner or leaver numbers presented.

Joiners and leavers are presented on a headcount basis for a number of reasons – those joining the department who work part-time often arrange to do so after starting, and not at the moment of joining. Similarly the FTE recorded on leaving is often not representative of working pattern throughout the period of employment. For these reasons FTE on joining or leaving is a poor measure of the actual FTE resource the individual will represent or will have represented during their career in NOMS. FTE figures for joiners and leavers will not audit to changes to FTE in staff in post for the additional reason that continuing staff may change their FTE at any time. These are not data quality issues, but are inherent in the nature of staff data. Headcount figures are therefore used for all joiners and leavers tables. For joiners and leavers, the same breakdowns of region, function of establishment (category) and grade, and additionally for leavers, their reason for leaving are presented.

To observe changes to the available resource, however, (which would be measured by FTE) it would be the net change of staff in post FTE which would be the relevant figure. These are presented in the staff in post FTE tables.

Rates of joiners and leavers have not been calculated and do not appear in this publication. Figures for staff in post, joiners and leavers presented within this publication all include staff on Fixed Term contracts. Rates of joiners and leavers are used internally to monitor turnover, recruitment and retention patterns, but are only meaningful when those on Fixed Term contracts are excluded. As this does not correspond with the definitions used within this publication it would not be appropriate or meaningful to calculate rates which do not correspond with the rates used for turnover, recruitment and retention purposes.

A final table showing the snapshot of the staff in post FTE by grade and individual establishment is included to give the current structural picture within each establishment. This table does not include time series, due in part to the size of the table, but more importantly as a result of the dynamic nature of establishments, which change frequently, rendering a time series of less value.

Users and uses of these Statistics

These statistics have many intended uses by a diverse range of users, and are designed to meet as many of the needs of these users as possible in the most useful and meaningful format.

Intended use of statistics:	Summary of main statistical needs:
MOJ ministers	Use the statistics to monitor changes to NOMS staff numbers, and to the structure of the organisation over time.
MPs and House of Lords	These statistics are used to answer parliamentary questions. This publication aims to address the large majority of parliamentary questions asked.
Policy teams	These statistics are used to inform policy development, to monitor impact of changes over time and to model future changes and their impact on the system. This publication addresses the primary questions internal users ask on a regular basis, and forms the basis for workforce monitoring and decision making.
Academia, students and businesses	Used as a source of statistics for research purposes and to support lectures, presentations and conferences
Journalists	As a compendium of quality assured data on NOMS staff, to enable an accurate and coherent story to be told.
Voluntary sector	Data are used to monitor how trends within the staff population relate to trends observed in offenders, to reuse the data in their own briefing and research papers and to inform policy work and responses to consultations.
General public	Data are used to respond to ad-hoc requests and requests made under the Freedom of Information Act, to provide greater transparency of staffing and equalities related issues in NOMS.

The main areas covered in this publication are:

- Staff in post FTE by public sector Prison Service Region and NPS Division of England, and Wales; by Function of Establishment (category of prison); by Grade, and by Establishment or LDU cluster.
- Staff in post headcount by Protected Characteristic under the Equality Act 2010.
- Joiners and leavers headcount by public sector Prison Service Region and NPS Division of England, and Wales; by Function of Establishment (category of prison); by Grade; by Protected Characteristic.
- Leavers headcount by Reason for Leaving.

Data Sources and Data Quality

The statistics in this bulletin relate to civil servants employed by the National Offender Management Service (NOMS). The data presented in this publication are drawn from the Oracle Human Resources Management System used by NOMS, which is a live dynamic system, not designed for use in presenting consistent statistical figures. Although Oracle HRMS can generate what appear to be historical figures, subsequent updates to details of records on the system will only show the latest position, and not the position as it stood at the time in question.

Information relating to staff in post, joiners and leavers is closely scrutinised, and the data are considered to be of high quality. Extensive validation of data is undertaken, and care is taken when processing and analysing the data. While the figures shown have been validated and independently checked, the information collected is subject to the inaccuracies inherent in any large scale recording system.

For statistical and archive purposes, monthly extracts are taken from the Oracle HRMS system, which allow consistent figures to be obtained for historical time points. As it is not uncommon for a small number of updates to the Oracle system to be implemented slightly in arrears, the data extracts used for statistical purposes are taken at a pre-determined point in time shortly after the situation date to accommodate the majority of such late updates whilst maintaining the timeliness of the data. While this is a standard, and indeed the best approach to obtain accurate and timely data from HR systems, there is the inevitable potential for a small number of late updates to be missed, occurring after the monthly extracts are captured.

Rounding Policy

All figures in this publication are rounded to the nearest 10 to prevent disclosure issues, and to better represent the true accuracy of figures extracted from the Oracle database. Presentation of unrounded figures may overstate their true accuracy. This approach is consistent with the level to which the Office of National Statistics (ONS) generally present staffing figures.

The system of Treasury Rounding has been applied whereby figures have been rounded to the nearest 10, with integer values ending in 5 rounded to the nearest 20 to avoid systematic bias. Values of 5 or fewer are suppressed and are indicated with a tilde '~'. Totals are rounded separately, and as such may not equal the sum of the rounded parts. Percentages and rates have been calculated from unrounded figures. This rounding policy has been implemented to prevent disclosure issues under the Data Protection Act 1998, and to better represent the true level of accuracy within HR data extracts.

Under the Data Protection Act 1998, disclosure of information pertaining to specific individuals must not be released or have any possibility of deduction from the published figures or in conjunction with other data. When certain breakdowns of staffing data are presented, the issue of potential disclosure may appear as a result of the small numbers in some categories. Rounding figures eliminates this risk and ensures complete compliance with the data protection act.

Revisions Policy

In accordance with Principle 2 of the Code of Practice for Official Statistics, the Ministry of Justice is required to publish transparent guidance on its policy for revisions. A copy of this statement can be found at:

www.justice.gov.uk/downloads/statistics/mojstats/statistics-revisions-policy.pdf

The three reasons specified for statistics needing to be revised are changes in sources of administrative systems or methodology changes, receipt of subsequent information, and errors in statistical systems and processes. Each of these points, and its specific relevance to the NOMS Workforce Statistics bulletin, are addressed below:

1. Changes in source of administrative systems/methodology changes:

The data within this publication come from Oracle HRMS. This document will clearly present where there have been revisions to data accountable to switches in methodology or administrative systems. In addition, statistics affected within the publication will be appropriately footnoted.

2. Receipt of subsequent information:

The nature of any administrative system is that data may be received late, after publication of a prior issue which would have been represented in that publication. For the purpose of this publication, this most frequently relates to the routine re-extraction of joiners and leavers data at the end of each quarter within the year. On each occasion that data is extracted this means that joiners and leavers information relating to the current financial year will be revised. Unless it is deemed that these processes make significant changes to the statistics released, revisions will only be made as part of the subsequent publication within the time series. Revised figures will be indicated with an '(r)' superscript beside each figure affected.

3. Errors in statistical systems and processes:

Occasionally errors can occur in statistical processes; procedures are constantly reviewed to minimise this risk. Should a significant error be found, the publication on the website will be updated and an errata slip published documenting the revision.

Explanatory notes - Symbols and conventions

The following symbols are used within the tables in this bulletin:

..	not available
~	values of five or fewer
-	not applicable
(p)	Provisional data
(r)	Revised data
(e)	Estimated data

Glossary of Terms

NOMS - National Offender Management Service

The National Offender Management Service (NOMS) is an executive agency of the Ministry of Justice responsible for the correctional services in England and Wales (separate arrangements exist in Scotland and Northern Ireland). It was created by combining parts of both of the headquarters of the National Probation Service and Her Majesty's Prison Service with some existing Home Office functions.

Grades:

Fair and Sustainable	From April 2012 new recruits to NOMS, and staff moving into new roles, were employed under a new grading structure known as 'Fair and Sustainable'. The new structures covered all roles except for nurses and other healthcare staff employed on NHS terms and conditions and senior civil servants. The NPS is also not subject to Fair and Sustainable structures. In 2013/14 all existing NOMS staff were given the opportunity to opt in to the new structure, although opting in was not mandatory. There are 11 pay-bands under Fair and Sustainable with Band 1 being the least senior and Band 11 the most senior. Further detail on the roles being undertaken is given by a Job Description. Within this report the staff already within the new Bands are reported alongside the equivalent in the old grading structure.
Operational	Includes Prison Officers, Supervising Officers, Custodial Managers, Operational Managers and Operational Support Grades. Staff within these grades are included as Operational even if they are currently fulfilling a non-operational or Headquarters role. Operational roles in the old grading structure also include Senior Officers and Principal Officers. In Fair and Sustainable structures operational staff fill roles at Band 2 to Band 11 and are identified as operational by Job Description. This group relates to staff outside of the NPS only.
Non Operational	Refers to staff in all grades outside of the NPS and who are not included within the Operational group. Non-operational roles within the new Fair and Sustainable structures include roles at Band 1 to Band 11 and also include staff on NHS terms and conditions and senior civil servants
National Probation Service Grades	These are grades filled by staff who have transferred into NOMS from former Probation Trusts. They cover a range of roles within the NPS. Grades are organised into 10 Bands, these are Bands 1 to 6 and then Bands A to D.
Senior Civil Servant	Members of the Senior Civil Service in NOMS include the Chief Executive Officer, Directors and some leaders reporting directly to Directors, at pay bands 1, 2 and 3.
Bands 9-11 / Senior Managers	Treasury Equivalent Grades 6 and 7. Typically unit and team leaders. These staff within the new Fair and Sustainable structures include roles at Band 9 to Band 11
Bands 5-8 / Managers	Treasury Equivalent grades of Higher Executive Officer (HEO) and Senior Executive Officer (SEO), which in general have line managerial responsibility. They cover a range of work within NOMS, including administration, operational management and professional and technical roles. Manager grade psychologists are reported under Psychology rather than as managers. Managers within the

new Fair and Sustainable structures include roles at Band 5 to Band 8.

Band 4 / Executive Officer	Administrative staff based either in establishments or Headquarters, sometimes with line-management responsibilities. These staff within the new Fair and Sustainable structures are at Band 4.
Band 3 / Administrative Officer	Business Administrator roles either in establishments or Headquarters. The role has no line management responsibilities. These staff within the new Fair and Sustainable structures are at Band 3.
Band 2 / Administrative Assistant Other Admin	Provide administrative support in both establishments and Headquarters. They have no line management responsibility. These staff within the new Fair and Sustainable structures are at Band 2. Administrative staff within other roles not described above such as secretaries and typists. These staff within the new Fair and Sustainable structures can fill roles at Band 2 to Band 4.
Psychology	Includes Psychologists of all grades, Trainee Psychologists, and Psychological Assistants (who do not undertake psychological work, but offer administrative support to psychologists). Within the new Fair and Sustainable structures psychology roles include Band 4 to Band 10.
Chaplaincy	Chaplaincy is committed to serving the needs of prisoners, staff and faith communities. Chaplains from a wide range of faith traditions work with the public sector Prison Service, including Buddhist, Church of England, Free Church, Hindu, Jewish, Muslim, Roman Catholic, and Sikh. A substantial amount of these services are provided by non-employed staff on a sessional basis, which are not included in the figures presented in this report. Chaplains will fill roles in Bands 5 and 7 under the new Fair and Sustainable structures.
Healthcare - Nursing Grades	NHS Nursing Grades working within NOMS. The majority of the work is primary care but because of the sometimes complex nature of the prisoners' problems work ranges from substance misuse, management of communicable diseases, mental health etc. The majority of nurses working within prisons are employed by Primary care Trusts and therefore will not appear in the figures contained in this report.
Healthcare - Other healthcare	Other staff working in healthcare within NOMS such as pharmacists, medical technical offices and medical officers. The majority of these staff working in prisons are employed by Primary care Trusts and therefore will not appear in the figures contained in this report.
Industrial / Facilities	Employed in areas such as works departments, kitchens, waste management and land-based activities. Industrials fill roles in Band 2 to Band 4 under the Fair and Sustainable structures.
Other Grades	These staff cover a range of other roles within NOMS, including instructional officers, work in stores, land-based activities and catering. The roles are typically below manager level and cover Band 1 to Band 4 under the new Fair and Sustainable structures.
Band 5 / Custodial Managers	This category represents the continuation of the principal officer grade as custodial managers under the 'Fair and Sustainable' structures. The principal officer grade was closed to new entrants, as of 2010. In 2010 Principal Officers were offered employment as Developing Prison Service Managers (non-uniformed). Those that declined this offer remained as Principal Officers, however

	recruitment to this rank has closed. Under the 'Fair and Sustainable' structures there is a new role at Band 5 of Custodial Manager, which encompasses much of the work previously carried out by Principal Officers.
Band 4 / Supervising Officer	This category represents the continuation from the senior officer grade to the new grades under the 'Fair and Sustainable' structures of supervising officer and also prison officer specialist roles. The closed grade of senior officer had line management for prison officers, operational support grades and other staff within their area of responsibility. They manage delivery of the regime, work routines and activities appropriate to their area of responsibility and the wider establishment when acting as the orderly officer. Under Fair and Sustainable there is a new role at Band 4 of Supervising Officer which encompasses some of the work previously carried out by senior officers although they no longer line-manage prison officers directly.
Band 3-4 / Prison Officer (incl specialists)	Prison Officers work directly with Prisoners, supervising and managing activities, promoting pro social behaviour, encouraging Prisoners to address their offending behaviour and ensure that all Prison Service rules, orders and instructions are followed. Under Fair and Sustainable prison officers fill Band 3 operational roles. Some prison officers have a specialism such as physical education, instruction or catering. Prior to 'Fair and Sustainable' specialist officers received an allowance for their specialism while they now receive no allowance but are banded as Band 4s.
Band 2 / Operational Support	Operational Support Grades are employed on a wide variety of duties. These include: checking in visitors , supervision of visitors, patrolling perimeter and grounds, supervising small selected prisoner work parties, escorting contractors & vehicles, searching buildings, searching prisoners property, stores duties, routine administrative work, night patrol duties, drivers and navigators, switchboard duties, canteen and kit exchange duties, Emergency Control Room (ECR) and Communications Room, personal safety, rub down searching of prisoners. Under Fair and Sustainable Operational Support Roles are at Band 2.
Bands A to D	These are Assistant Chief Officers, the most senior staff within the NPS, who cover a range of managerial functions such as high level ICT roles and heads of Local Delivery Units (NPS and CRCs). Specific roles within the NPS include Heads of Public Protection, Divisional Training managers and Heads of ICT Support.
Probation Officer	Professionally qualified staff. They carry out the following tasks; assessment of offenders of any category (including high risk), preparation of court reports and sentence plans, implementation of interventions, supervision of offenders and enforcement action as necessary. They also have a stakeholder liaison role.
Other Band 4-6	Probation Band 6 roles include Local Delivery Unit Managers, Approved Premises Managers and Area Managers.
	Probation Band 5 roles include Senior Probation Officers (courts, LDUs and Offender Managers) plus managers in HR, IT and Finance.
	Probation Band 4 roles outside of probation Officers themselves can be in HR, IT, Finance and Assistant managers in the Approved Premises.

Bands 1 to 3	<p>Probation Band 3 staff work in roles including administration, HR, finance, Approved Premises, IT and Unpaid Work. The largest group is the Probation Services Officers (PSOs) who are Offender Managers for medium and low risk offenders. There are also administration and secretarial staff, court staff, trainers and those who deal with case administration, ViSOR (sex offender's register) and victims.</p> <p>Probation Band 2 roles are mostly case administrators, drivers, approved premises night staff, receptionists and clerical staff.</p> <p>Probation Band 1 roles include administration, catering, telephonists and IT positions.</p>
Category:	
HQ (Headquarters)	The Headquarters function of NOMS. Staff are based in London and at various offices across England and Wales but work on the central administration of NOMS. Central administration includes management of establishments through Deputy Directors of Custody offices.
Area Services	These are units that operate on a regional basis but provide services directly to establishments and where staff are often based within establishments.
HQ and Area Services	The combination of current definitions of HQ and Area Services, as it corresponds with definition of HQ prior to March 2013 within statistical reporting, thus enabling continuity of figures.
Establishments	Public Sector Prison Service Establishments. These include prisons, young offender institutions, remand centres and immigration removal centres operated on behalf on the UK Borders Agency.
Male category B Male category C Female closed	Closed training prisons provide a range of facilities for Category B and Category C adult male prisoners and closed condition adult females who are serving medium to long-term sentences. Prisoners tend to be employed in a variety of activities such as prison workshops, gardens and education and in offending behaviour programmes.
Male dispersal	These prisons hold the most difficult and dangerous prisoners in England and Wales including those assessed as Category A. They serve to spread the Category A population, ensuring that the most dangerous prisoners are not concentrated in a single establishment, thereby reducing the risks involved in holding them.
Female local Male local	Local prisons serve the courts and receive remand and post conviction prisoners, prior to their allocation to other establishments.
Female open Male open	Open prisons house Category D adult male prisoners and Open condition adult females whose risk of absconding is considered to be low, or who are of little risk to the public because of the nature of their offence. Open prisons also house long-term prisoners who are coming towards the end of their sentence and who have gradually worked their way down the categories. Open prisons are part of the resettlement programme to reintegrate prisoners back into society. Whilst Open prisons may have some workshop facilities, some of the prisoners will work in the community, returning to the prison in the evening.

Male closed YOI (ages 15-21)	Young Offender Institutions (YOIs) holding Young Adults (18 to 21 years old). May also include young people (aged 15 to 17) who are held separately from adults within the establishment.
Male YOI young people (ages 15-17)	Young Offender Institutions (YOIs) holding Young People (15 to 17 years old).
Male open YOI	Open YOI prisons house young adult prisoners whose risk of absconding is considered to be low, or who are of little risk to the public because of the nature of their offence.
Semi open	Semi open prisons (also known as Resettlement prisons) serve a similar function to open prisons, though they are aimed at resettling long-term prisoners rather than those who may have been classified as Category D from the outset. Prisoners may, subject to an assessment of risk, undertake community or paid work.
Cluster	Cluster prisons may contain a number of prisons with different functions.
DDC – Deputy Director of Custody	Senior managers responsible for the line-management of establishments organised either regionally or for Wales or for all High Security Prisons.
Prison Service Region	The regional management structure used within NOMS. Wales is managed as a region as are the High Security prisons, with South East of England separated into Kent and Sussex and South Central DDC Regions.
NPS Division	The regional management structure used within the NPS and which consist of a number of local delivery units. Wales appears alongside the divisions of England although it is managed through the NOMS in Wales directorate.
LDU Cluster	A grouping of NPS local delivery units organised together for management purposes.
High Security Prisons	Prisons holding Category A prisoners, managed as a separate region although geographically spread across England and Wales.
Staff In Post	The number of staff with a contract of employment with NOMS, excludes those on career breaks and those on secondment or loan outside of NOMS but includes staff on secondment or loan into NOMS. Staff in post can be measured on either a headcount or full-time equivalent basis.
Joiners	Only staff in the public sector Prison Service and NOMS HQ are directly employed by NOMS and therefore staffing in private sector establishments and other contractors are excluded. The public sector Prison Service includes a number of Immigration Removal Centres that are operated by NOMS on behalf of the UK Borders Agency and staffing within these establishments is included. All those individuals newly externally recruited into a post. This includes those newly recruited from outside the Civil Service, those returning to the department who had previously left the department, those transferring to a post from another Government Department (including the central Ministry of Justice) on a permanent basis, but not those on secondment or transfers/promotions from within the department itself.
Leavers	All those individuals leaving a post and ceasing to work for NOMS for any reason. This does not include those taking up external posts on secondment, who would be expected to return or those taking a career break. Staff who transfer out of NOMS as a result of

	<p>machinery of Government changes are generally not included within leaver numbers. Staff moving to the private sector as part of a transfer of control of an entire establishment are also generally not included as leavers.</p>
FTE – Full Time Equivalent	<p>This is a measure of the staffing resource available based on contracted hours. Where a member of staff works the standard hours for their grade they are counted as full-time (1 FTE). Staff who work less than standard hours are allocated an FTE in proportion to their contracted hours and the standard hours for the grade. Additional work undertaken in addition to standard hours, such as overtime is not taken into account in calculating FTE.</p>
Headcount	<p>Headcount means the actual number of individuals within the workforce. Both part-time and full-time individuals are counted equally, irrespective of the number of hours worked. Headcount is the preferred measure in counting the population for a basic demographics profile and analysis of equality and diversity data. Headcount is preferred also when looking at the number of individuals joining or leaving the department, as the FTE of an individual at the point of joining or leaving often is not reflective of the FTE the same individual had or will have during the period for which they are in post.</p>
Protected Characteristic	<p>The Equality Act 2010 introduced the term "protected characteristics" to refer to groups that are protected under the Act. These are: Age, Disability, Ethnicity/Race, Gender, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Religion or Belief, Sexual Orientation</p>
BME	<p>Black and Minority Ethnic. This is a standard term used across Government and in wider society to describe collectively all those declaring themselves to be of a non-white background. Any individuals describing themselves as 'White British', 'White English', 'White Welsh', 'White Scottish', 'White Irish', 'White Irish Traveller', or 'White Other' will not be classified as BME, on the basis that each of these elements constitutes the majority ethnic grouping of the UK. The nationality of these individuals is irrelevant. All other declarations will be recorded as of a Black or Minority Ethnic (BME) origin, on the basic principle that they will all be part of a grouping which is not of the UK ethnic majority as defined above.</p>
Unknown	<p>The unknown category includes those who have actively stated that they prefer not to disclose information on the protected characteristic, those who have not provided any response and those who have not been asked to declare.</p>
LGB Declaration Rate	<p>Lesbian, gay and bisexual.</p> <p>The percentage of staff in post headcount who have actively made a declaration within a protected characteristic (excluding those who specified that they chose not to declare).</p>
Representation Rate	<p>The percentage of staff that are, or have made a declaration that they are in a particular category or group of categories (usually a minority group) within a protected characteristic. Where the declaration rate is less than 100%, the percentage is of all those with a known declaration, excluding all unknown, not declared, not surveyed and those who have chosen not to declare. This is the best estimate of the actual representation of the group in question within the population. However, as the proportion of staff making declarations decreases, the accuracy of the representation rate is</p>

	likely to decrease, as members of some groups may be less likely to choose to declare than others. Therefore where the declaration rate is less than a minimum threshold of 60 per cent, a representation rate is not given as it is not likely to have any meaningful indication of the actual representation within the population in question.
Resignation	Staff who have tendered their resignation from NOMS.
Retirement	Staff who retire from NOMS and take part or all of their pension. This will normally be at or beyond minimum retirement age but could be earlier. Staff taking medical retirement are not included as retirements. This will not include staff who immediately return as re-employed pensioners.
Medical retirement	Staff who retire for medical reasons after occupational physician ill-health retirement consideration and where ill-health retirement has been granted after a Capita report.
Voluntary exit	This can be offered where you wish to reduce staff numbers by offering an early exit scheme or an early exit package to an individual. There is no compulsion on individuals to accept the offer. There is a standard tariff of 1 month's pay per year of service up to a maximum of 21 months for those under scheme pension age. Employers may offer more or less than the standard tariff subject to limits. Tapering of compensation will apply where the member is close to scheme pension age. For those over scheme pension age there is a maximum of 6 months pay.
Voluntary redundancy	When a redundancy scheme is offered, the employer will decide who they want to let go and what selection criteria is used. It is not necessary to apply for voluntary redundancy. Those who do apply do not have to accept the offer to go. However, the employer could make those individuals compulsorily redundant at a later stage. Those who apply for voluntary redundancy but the employer does not select, cannot be made to leave under compulsory terms for that exercise. Those who accept voluntary redundancy will receive a cash payment as compensation.
Compulsory redundancy	Before the employer can serve a redundancy notice, they will have followed the protocols for handling surplus staff situations or a similar process. A voluntary redundancy scheme must have already been offered and must be linked to the Compulsory Redundancy scheme, covering the same staff. Those made compulsorily redundant will receive a cash payment as compensation.
Dismissal	Staff can be dismissed for reasons of conduct, poor performance, medical inefficiency and unsatisfactory attendance. Medical inefficiency occurs in situations when it becomes clear that a member of staff is absent and will not return to work in an acceptable timescale or is unable to give regular and effective service in the duties of their grade under Civil Service guidelines. Dismissal as a result of unsatisfactory attendance relates to staff who have been through the unsatisfactory attendance procedures.
Transfer to other Government department	Transfer to another Government Department as a civil servant, including other parts of the Ministry of Justice outside of NOMS as a result of individual arrangements. Does not cover machinery of Government movements.
Public Sector transfer	These represent movements of staff to other employers within the public sector other than transfers to another Government Department as a civil servant.
Other Leavers	Other leavers mainly consist of transfers to Other Government

Departments and end of temporary contracts. Where movements are the result of structural changes involving parts of the organisational moving out from NOMS they are not counted as leavers.

Contact points

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Other enquiries about these statistics should be directed to:

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General enquiries about the statistical work of the Ministry of Justice can be emailed to:
<mailto:statistics.enquiries@justice.gsi.gov.uk>

General information about the official statistics system of the UK is available from
www.statistics.gov.uk

Ministry of Justice publishes data relating to offender management in England and Wales. Equivalent statistics for Scotland and Northern Ireland can be found at:
www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice
www.dojni.gov.uk/index/statistics-research/stats-research-publications.htm

Alternative formats are available on request from statistics.enquiries@justice.gsi.gov.uk

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